

# trustee handbook



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This handbook aims to answer some of the fundamental questions for Trustees and those involved in governance. It also aims to introduce new Trustees and committee members to Greenwich Students' Union (GSU).

The handbook covers the role and function of students' unions and the specific aims and objectives of GSU. It moves on to outline the legal status of student unions, the specific status of GSU and the implication of such for the Union's Trustees. The role and responsibilities of Trustees are outlined before the relationship with the Union's 'parent body' University of Greenwich (UoG) is explored. Finally, the handbook refers to the Union's Strategic Plan, known as the 'Big Plan' for the period 2017-2020, outlining the eight themes of the plan and explaining the development of the annual Operating Plan. Due to the impact of COVID-19 the trustees have agreed to extend The Big Plan until July 2021 whilst our services and finances recover.

Our vision is for our members to make the most of their journey at Greenwich. Our mission is to empower students to have life changing experiences, which help them shape their futures and the world around them. Our values are: Approachable, Trusted, Dedicated, Courageous, and Empowering.

**Being a Trustee or Committee Member of GSU requires time and commitment.** Please feel free to ask questions, request more information, documents, policies or procedures. We hope you enjoy being part of Greenwich Students' Union and wish you a warm welcome.

Liz Jones  
Chair of the Board

John Schless  
Chief Executive

## Role and Function of a Students' Union

GSU was incorporated as a Company Limited by Guarantee and Charity in 2012 in line with the Charity Act 2006 <sup>1</sup> and Companies Act. It is regulated by the Charity Commission <sup>2</sup> and the University of Greenwich (UoG) Governing Body <sup>3</sup>.

The Education Act (1994) <sup>4</sup> defines a students' union as "*an association of the generality of students at an establishment...whose primary purposes include promoting the general interests of its members as students; or a representative body...whose principal purposes include representing the generality of students at an establishment in academic, disciplinary or other matters relating to the government of the establishment*".

The Act goes on to outline some key legal requirements of students' unions. The Act places the burden of compliance scrutiny for these requirements on the University, but as Trustees it is important to be aware of and monitor performance to these requirements. These (paraphrased) requirements are listed below:

1. The Union should have a written constitution (called the Articles).
2. The Articles should be subject to the approval of the University Governing Body and be approved regularly. **It was last reviewed and updated in 2020 and approved on 11th May 2020 by the Governing Body.**
3. A student should have the right not to be a member of the Union.
4. Appointment to major Union offices should be by a fairly and properly conducted election in a secret ballot of all members.
5. No person may hold sabbatical office for more than two years.
6. The financial affairs of the Union should be properly conducted and the budget and accounts should be approved by the University Governing Body.
7. The Union should produce financial reports at least annually, and these should be made available to the University and all students.
8. The procedure for allocating resources to student groups should be fair, set down in writing and made available to all students.
9. The details of all Union affiliations should be made available to the University and all students.
10. All affiliations should be reviewed annually.
11. The Union should have a complaints procedure.

At a minimum, and at their heart, students' unions are organisations that exist to represent and further the interests of students as a collective and as individuals. In the vast majority of cases in the U.K., this representative function is enhanced by the provision of services for students, whether non-commercial (or 'membership'), such as societies and welfare advice, or commercial (such as shops and bars). Greenwich Students' Union is no exception to this. We realise that there must be a balance between the three in terms of focus and performance. This belief is reinforced by the fact that the University, as our key funder, expects the funding it provides to result in the provision of services that enhance the student experience, playing a central role in the recruitment and retention of students for the University.

1. [www.legislation.gov.uk/ukpga/2006/50/pdfs/ukpga\\_20060050\\_en.pdf](http://www.legislation.gov.uk/ukpga/2006/50/pdfs/ukpga_20060050_en.pdf)  
2. [www.gov.uk/government/organisations/charity-commission](http://www.gov.uk/government/organisations/charity-commission)  
3. [www.gre.ac.uk/about-us/governance/university-court](http://www.gre.ac.uk/about-us/governance/university-court)  
4. [www.legislation.gov.uk/ukpga/2011/21/pdfs/ukpga\\_20110021\\_en.pdf](http://www.legislation.gov.uk/ukpga/2011/21/pdfs/ukpga_20110021_en.pdf)

# Introduction to Greenwich Students' Union

Greenwich Students' Union is a company limited by guarantee and not having share capital. A company limited by guarantee (LBG) is an alternative type of corporation used primarily for non-profit organisations that require legal personality. A company limited by guarantee does not usually have a share capital or shareholders, but instead has members who act as guarantors. The guarantors give an undertaking to contribute a nominal amount (typically very small) in the event of the winding up of the company.

GSU is also a registered charity. The Board of Trustees is the main governing body of the Students' Union, however the Board must listen to the membership and make decisions on changes voted by the Student Assembly <sup>5</sup>.

The function of the Student Assembly is to have reflective and informed discussion to lead to decision making that will:

- Improve a students' university experience
- Address a disadvantage a group of students are facing
- Enforce what students expect/want from their Students' Union and representation.

Student Assembly is conducted through round table group deliberation. This means everyone has the opportunity to input their views and opinions through facilitated groups, working towards an agreed set of actions to address a particular issue affecting the student community. Therefore every single attendee is shaping proposals and policy through an engaging and accessible format.

The action points drafted by the Student Assembly (all table groups) are taken to an online vote from which our student representatives have the opportunity to vote on. Those eligible to vote include:

Faculty Officers (x16 across the four faculties)  
Exec Committee Members (x10 between the Sports and Society executive members)  
Programme reps (x2 for every programme, in each year group)  
Society group leaders (x2 committee members from each Society)  
Sport club leaders (x2 committee members from each Club)

GSU is led by the four elected Full-time GSU Officers, elected in March and working summer to summer. They are either taking time out of our studies or have finished their degrees to lead GSU, implement new ideas, support student-led activities, and represent the voice with the University at every level.

## Scrutiny Panel

Scrutiny of the GSU Officers work is done through our Scrutiny Panel that meets five times a year. Scrutiny Panel is an essential part of our democratic system in holding GSU Officers (full-time representatives and Student Trustees) accountable to students and ensuring they are working in the interest of our membership

The University is based on three campuses, and five sites: Greenwich, Medway, Avery Hill Mansion Site, Avery Hill Southwood Site, and Bathway. Greenwich and Avery Hill students are represented by Greenwich Students' Union.

Students at Medway are represented by Greenwich and Kent Unions (GKSU)<sup>6</sup>, a partnership between Greenwich, and Kent Students' Unions. GK Unions runs and supports the following for students on the Medway campus: an Advice Centre, The Deep End bar, Sports Clubs, Societies, Events, and Give-It-A-Go Activities (where students can try out different sports and societies).

Together the Students' Unions support the development of Student Representation across all campuses via the elected Programme Representatives, Faculty Officers and elected Full-time officers. This means that each SU role is to support students to have their 'voice' heard/represented on education issues.

## GSU Services

We provide support and encourage our members to get involved with the university experience as much as possible, the below are to main areas where we engage with our members.

### Membership Services

- Student Voice – Involvement with Student Council, Campaigns, Elections and members representation;
- Student Advice – Provide advice to all our members regarding Health, Housing, Employment, Money, International Students, safety, academic and other issues not covered in the aforementioned;
- Student Activities – Encompasses Societies, Sports groups, Academic Communities, Student Media, Varsity, Awards and more;
- Employability and Volunteering – Identifying opportunities and providing support to members

### Commercial Services

- Greenwich - **Change**, a café that serves speciality coffee with personality and down in the depths of Dreadnought Building is the **Lower Deck**, a 500-capacity bar and nightclub with an outside garden.
- Avery Hill – The Dome houses a **pop-up bar** for social events for students who are residents or visitors and **The Village Shop** sells take-away food and coffee, snacks and confectionery, in addition to a 'convenience' offer including groceries and toiletries.

# Charitable Purpose, Values and Legal Status

Greenwich Students' Union is a registered charity whose charitable purpose is to support and work with students at the University of Greenwich.

## Our vision

With you to make the most of your journey at Greenwich.

## Our mission

We empower students to have life changing experiences, which help them shape their futures and the world around them.

## Values Statement

The Values Statement details the specific principles that guide our day-to-day work. All activities should conform to these values, they should be consulted when making decisions and the culture of the organisation should reflect them.

### Greenwich Students' Union is proud of its values:

#### Approachable

We will be as approachable as possible, promoting diversity in our teams and creating open and welcoming spaces. Our activities will be joined up, effectively communicated by visible champions and always centred by our customers.

#### Dedicated

We are dedicated to listening to our members, always aiming to improve our services. We will ensure equality of representation and will work hard to develop and care for ourselves, our teams and our members.

#### Courageous

We will be courageous in our endeavours, facing down any challenge with pro-active innovation. We will take risks, accept and learn from our mistakes, striving always to improve and grow.

#### Trusted

We will earn trust by living our values as a democratic body. We will put Fairtrade, ethics and sustainability at the centre of our work as a not-for-profit organization. We will provide responsive advice and care to a membership that will come to rely on the strength of our word.

#### Empowering

We will seek to empower our members and ourselves, ensuring we all increase our capacity to live well and find enrichment in our work. We will ensure all diverse voices are liberated, that students and their needs lead our organization and that we celebrate our successes together.

# Legal Status of Greenwich Students' Union

The **Articles** is the governing document for Greenwich Students' Union. Agreed with the membership, the University, Companies House and the Charity Commission, it sets out the core purpose and key sovereign principles of GSU. The document is designed to secure the highest and most fundamental principles of the Union in the eyes of the law as opposed to detailing more extensive interpretations or wider rules and procedures which are covered in the Bye-Laws. The Articles can only be changed with agreement from a critical majority of student members at a General Meeting AND approval from the Trustees AND the University AND (in some cases) the Charity Commission. Any updates must be filed with Companies House.

The GSU Articles and Bye-Laws can be found here at [greenwichsu.co.uk/aboutus/constitution](http://greenwichsu.co.uk/aboutus/constitution).

The Bye-Laws provide more detail about specifics including how we run elections, meetings, clubs and societies and what Student Council and Executive Committee do.

The Articles should be reviewed every five years (last reviewed 2020) with any recommendations for change put to the membership to agree at a General Meeting. The section of the Articles that sets out rules for the makeup, conduct and powers of the Board of Trustees is titled 'Trustees' and runs from rule 24 - 45 inclusive.

## The Articles sets out GSU core objects (or purpose) as:

- Ensure that the diversity of its members is recognised and that equal success is available to all members of whatever origin or orientation.
- Pursue its aims and objectives independent of any political party or religious group.
- Pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

# Role and Responsibilities of Trustees

The Charity Commission summarises Trustees as being “*responsible for the general control and management of the administration of a charity*”. In short, Trustees accept ultimate liability for the affairs and the operations of a charity and, as such, must ensure that their level of influence and control is appropriate and sufficient to ensure that this duty is discharged. This section looks at the eleven requirements of Trustees that are outlined by the Charity Commission and the particular requirements for Greenwich Students' Union Trustees that are outlined in the Constitution. Where appropriate, GSU current practice in terms of Trustee business is offered as an example.

## Charity Commission Guidance for Trustees:

1. Trustees have and must accept **ultimate responsibility** for directing the affairs of a charity, and ensuring it is **solvent, well-run, and delivering the charitable outcomes** for the benefit of the public for which it has been set up.

### Ultimate Responsibility

As a Trustee you must ensure that you are exercising an appropriate level of scrutiny of the organisation to ensure you can be confident that the organisation is operating properly.

Being a Trustee of Greenwich Students' Union carries with it at least a theoretical chance of personal liability. This liability could be financial or in extreme cases, legal. Further to this, your financial liability as a Trustee is unlimited. However, incidents of Charity Trustees being sued or prosecuted are very rare, and unheard of at Greenwich Students' Union.

Greenwich Students' Union currently holds **Trustee Indemnity Insurance**<sup>7</sup> which covers you personally in the event of legal action against the Trustees, unless negligence can be proved on your part.

### Solvency

As a Trustee, you will receive regular financial updates from the Union's management, in the form of management accounts, budgets and financial position updates. If you would like further information or would like help interpreting the documents that you are presented with, please contact the Chief Executive or Head of Finance and Compliance.

### Well-Run

The Union is managed by a team of managers, led by the Chief Executive across the departments within the SU. Central Services, which consists of Marketing and Communication, Finance and Office and HR management. Membership Services, which includes Representation and Advice, and Student Activities. Commercial Services, which includes the Village Shop and venues. As a Trustee, you need to scrutinise the work of the management team and, in particular, the Chief Executive. This currently happens through the submission of updates and proposals to the Board of Trustees, and through the line management of the Chief Executive, which Trustees play a role in via the Chair. The Chief Executive also provides a detailed report to each Board meeting, outlining key activities since the last meeting and progress towards agreed objectives, plans and key performance indicators.

### Delivering the Charitable Outcomes

The core functions of Greenwich Students' Union are outlined in the Constitution, and further developed in the Statement of Charitable Purpose and Vision and Values statement. As a Trustee, you must be satisfied that the operations of the organisation (outlined in the Union's Strategic Plan and the annual operating plan) further the aims of the organisation. Activities that are beyond the scope of the organisation may be considered “ultra vires” activities. Ultra vires activities are discussed elsewhere in this document, but suffice to say that ultra vires activities could, at best, put the organisation's charitable status at risk and, at worst, leave the organisation (and the Trustees) open to legal action.

2. Trustees must ensure that the charity complies with charity law and company law, and with the requirements of the Charity Commission as regulator, in particular they must ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. Two main pieces of legislation apply to charities: The Charities Act (1993) and The Charities Act (2006). Both these documents are available from [www.opsi.gov.uk](http://www.opsi.gov.uk). The Charity Commission's website, [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk), has a number of helpful documents outlining requirements for charities and the responsibilities of Trustees.

3. Trustees must ensure that the charity does not breach any of the requirements or rules set out in its Articles and that it remains true to the charitable purpose and objects set out there. Greenwich Students' Union's governing document is the Articles and Bye-Laws, a copy of which can be found at [greenwichsu.co.uk/aboutus/constitution](http://greenwichsu.co.uk/aboutus/constitution). The Articles are reviewed every five years, and is approved by the members at a General Meeting, before receiving final assent by the University governing body, the University Governing Body. The current version was approved in April 2020.

4. Trustees must comply with the requirements of other legislation and other regulators which govern the activities of the charity. There is particular legislation that applies to students' unions within the Education Act (1994). The particular requirements of the Act are outlined elsewhere. A general implication of the Act is that a number of regulatory requirements are placed on the University, in practice setting the University up as a regulatory body for the Union. Combined with the fact that the majority of discretionary income for the Union comes directly from the University, this means that the relationship between the Union and the University is critical. This relationship is managed in a number of different ways – regular meetings take place between the President, Chief Executive and the University Vice Chancellor. University staff are invited to serve on Union Committees including the Board of Trustees and the Union reports regularly to University Committees, particularly in terms of financial performance and budgeting.

5. Trustees must act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

6. Trustees must ensure that the Charity is and will remain solvent.

7. Trustees must use charitable funds and assets reasonably, and only in furtherance of the charity's objects.

8. Trustees must avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.

9. Trustees must take special care when investing the funds of the charity, or borrowing funds for the charity to use. Points 6-9 expand on some of the earlier points, and focus on the Trustees responsibility to ensure that resources are managed effectively.

<sup>7</sup> [shorturl.at/qDJOV](http://shorturl.at/qDJOV)

As mentioned earlier, you will receive regular financial updates at Board meetings. Further to this, any significant financial decisions (such as large capital expenditure projects) will be brought to the Board of Trustees or Finance and Risk Committee for approval. Further to this, the Head of Finance and Compliance produces annually a 'Financial Position of the Union and Risk Management Report', which will equip you with the information required to exercise judgement when making financial decisions for the Union.

10. Trustees must use reasonable care and skill in their work as Trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient. If you are a selected Trustee, you will have been selected due to your skills and experiences being of potential benefit to the organisation. Although it is important that you impart these particular skills and areas of knowledge, do not feel that you can only contribute to a discussion within your area of expertise!

11. Trustees must consider getting professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties. It goes without saying that the Union management team are on hand to give you advice on their area of expertise should you require it. Further to this, a number of senior University staff can provide support and we have regular contact with a number of legal and financial professionals. If you feel that you need further advice in order to inform your decisions, please let us know.

# Role of the Board of Trustees

The Articles set out that:

The Trustees of the Union shall be made up of the following persons:-

- 24.1.1 not more than four Sabbatical Officer Trustees appointed in accordance with Article 25;
- 24.1.2 not more than four Student Trustees appointed in accordance with Article 26;
- 24.1.3 not more than six External Trustees appointed in accordance with Article 27;
- and 24.1.4 one University Trustee appointed in accordance with Article 28.

The following section outlines the particular powers of the Trustees, as detailed in the Articles, paragraphs 37 – 39.

## 64. Powers of the Board of Trustees

37.1 The Trustees shall be responsible for overseeing the management and administration of the Union and (subject to any applicable law, the Articles and Bye Laws) may exercise all the powers of the Union.

37.2 A meeting of the Trustees at which a quorum is present may exercise all powers exercisable by the Trustees. 37.3 The Trustees' powers under Article 37.1 shall include but not be limited to ultimate responsibility for:-

- 37.3.1 the governance of the Union;
- 37.3.2 the budget of the Union; and
- 37.3.3 the strategy and direction of the Union.

37.4 The Trustees may, by power of attorney or otherwise, appoint any person to be the agent of the Union for such purposes and on such conditions as they determine.

37.5 No person may be appointed as a Trustee in circumstances that, had they already been a Trustee, they would have been disqualified in accordance with Article 30 or otherwise from acting.

37.6 Trustees shall at all times exercise a primary fiduciary responsibility to the Union, notwithstanding any personal or representative interest or interest relating to their employment that they might have.

## 38. Guidance and Strategy Documents

38.1 The Trustees shall have the power, from time to time, to make, repeal or alter guidance and strategy documents provided that such guidance and strategy documents shall not be inconsistent with these Articles.

## 39. Delegation of Trustees' Powers<sup>8</sup>

39.1 Subject to Article 39.2, the Trustees may delegate any of their powers or the implementation of any of their resolutions:

- 39.1.1 to such person or committee,
- 39.1.2 by such means (including by power of attorney),
- 39.1.3 to such an extent,
- 39.1.4 in relation to such matters, and
- 39.1.5 on such terms and conditions as they think fit.

39.2 Delegation under Article 39.1 is subject to the following conditions:

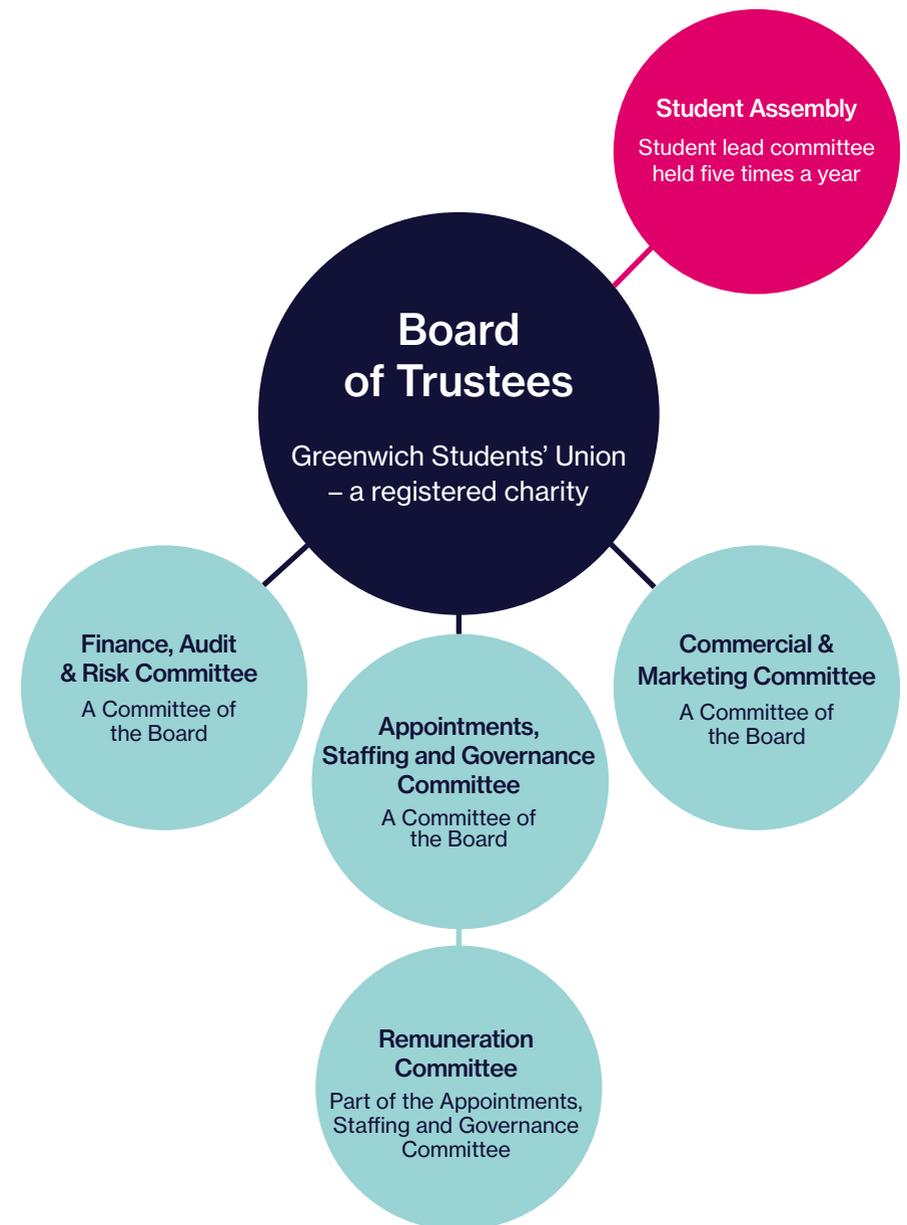
- 39.2.1 the resolution making the delegation shall specify those who shall serve or be asked to serve on any committee (though the resolution may allow the committee to make co-options up to a specified number);
- 39.2.2 the composition of any committee shall normally include at least one Sabbatical Officer Trustee and one External Trustee, and may include the Chief Executive Officer and any other members at the discretion of the Trustees;
- 39.2.3 the deliberations of any committee shall be reported regularly to the Trustees and any resolution passed or decision taken by any committee or person to whom powers are delegated shall be reported forthwith to the Trustees and for that purpose every committee shall appoint a secretary;
- 39.2.4 all delegations shall be revocable by the Trustees at any time;
- 39.2.5 all decisions made by any committee shall be revocable by the Trustees at any time;
- 39.2.6 all delegations will ensure the solvency of the Union and the safeguarding of its assets at all times;
- 39.2.7 the expenditure of any monies of the Union by any committee shall require prior authorisation of the Trustees, except where such expenditure is within such limits as the Trustees shall have notified in writing to such committee;
- 39.2.8 the Trustees may make such regulations and impose such terms and conditions and give such mandates to any committee or committees as they may from time to time think fit.

39.3 Committees may include (but shall not be limited to) the following committees, the members and terms of reference of which shall be defined in the Bye Laws and in accordance with Article 39:-

- 39.3.1 Appointments Staffing and Governance Committee;
- 39.3.2 Remuneration Committee;
- 39.3.3 Finance, Audit and Risk Committee; and
- 39.3.4 Commercial and Marketing Committee.

8. Appendix 2 – The Delegation of Authority.

# Committee Structure



# Terms of reference

## Board of Trustees

The Board of Trustees has ultimate responsibility for directing the affairs of Greenwich Students' Union, ensuring it is solvent, well-run and delivering its objects, as detailed in the Memorandum of Association.

### Remit

1. To ensure compliance with the objects, purposes and values of the organisation and with its governing document.
2. To review the Union's Memorandum of Association, Mission, Vision and Values regularly.
3. To ensure development of a strategic plan for the Union.
4. To monitor implementation of such plan on a periodic basis.
5. To ensure the solvency, financial strength and good performance of the organisation.
6. To oversee management of the Union's financial affairs, including ensuring preparation of the Union's annual accounts and annually agreeing a programme of work with the Union's auditors.
7. To review and oversee the Union's audit framework, approve internal and external audit systems and ensure that audit checks are carried out in all key areas of the Union, including legal, financial and tax management, health and safety and insurance.
8. To review the University Internal Audit reports and monitor implementation of any recommendations detailed therein.
9. To receive the Union's Financial Statements and discuss any issues arising from the External Auditor's accompanying report.
10. To ensure that the organisation complies with relevant laws, regulations and requirements of its regulators.
11. To review and approve the Union's terms and conditions of employment and other staffing policies and to consider matters relating to staff discipline and grievance.
12. To oversee the appointment (and if necessary the dismissal) of the Chief Executive.
13. To oversee the performance of the Chief Executive and to appoint members to appraise and performance-manage the Chief Executive (normally the Chair).
14. To determine and maintain a framework of delegation and internal control, including authority to establish committees of the Board as deemed necessary.
15. To agree or ratify all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.
16. To appoint members to the Committees of the Board and to empower such members to act on behalf of the full Board, within parameters set by the Board.

## Responsibility and Authority

- The Board must ensure that the organisation's vision, mission and values and activities remain true to its objects.
- Trustees are bound by an overriding duty, individually and as a Board, to act reasonably at all times in the interests of the organisation and of its present and future members.
- All Trustees are equally responsible in law for the Board's actions and decisions, and have equal status as trustees.
- Trustees must act personally, and not as the representative of any group or organisation, this applies regardless of how that person was elected or selected to become a trustee.
- The Trustees must ensure that they remain independent, and do not come under the control of any external organisation or individual.
- The Board also has the responsibility for Risk Management of GSU. It is all responsible for the Health and Safety of all its staff and Members; for data protection under GDPR and Safeguarding. Trustees are legally responsible for these issues and could face prosecution if they fail to undertake these duties properly.

More details about the role and duties of trustees can be found at [www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do](http://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do).

## Membership of Board of Trustees

- Chair (Co-opted Trustee)
- Deputy Chair (one of the Trustees)
- Four Full-Time Officer Trustees
- Four Student Trustees
- Six External Trustees
- One University Trustee appointed by the Vice Chancellor
- Chief Executive (in attendance)
- Members of GSU Staff invited to attend/report of items (in attendance)

## Quorum of meetings

- The quorum for the transaction of business is seven.
- The quorum must include at least two Sabbatical Officer Trustees and at least two Co-opted Trustees.
- Quorum for decisions must be made with a majority of student trustees in attendance.

## Resources

- Any financial resources necessary to achieve the Board's objective.
- Any management resources necessary to achieve the Board's objective.
- Chief Executive to draft papers and reports for the Board and to develop the agenda for Board.

## Regularity of Meetings

- At least five meetings per annum.

# Committees

## Finance, Audit and Risk Committee

**Overall purpose:** The Committee has delegated responsibility from the Board of Trustees to scrutinise all aspects of GSU's financial affairs to ensure that it is in sound financial health.

### Remit

1. Review and advise the full Board of any matter that may threaten GSU and propose actions necessary to mitigate such risk.
2. Offer an ultimate 'port of call' for any urgent or highly sensitive concerns raised by staff (including whistleblowing), in respect of GSU's integrity, financial or otherwise.
3. Act as a 'sounding board', providing advice and guidance for the CEO regarding financial, and other related matters, as required.
4. Approve risk management policies and procedures, monitor the compilation and implementation of the risk register and resulting action plans.
5. To monitor and review 'internal audit and control' across SU working practices.
6. Review the terms of reference and scope of the external auditor, oversee the appointment process, and monitor their performance.
7. Receive the draft annual accounts from the auditors, provide feedback to the CEO, and draft a Trustee report, sign off the final audited accounts.
8. Receive and approve GSU's annual budget and accompanying commentary prior to final submission to the full Board.
9. Receive and approve GSU's annual capital expenditure budget and accompanying commentary.
10. Receive GSU's monthly management accounts with accompanying commentary, provide feedback to the CEO, and agree any actions necessary to improve financial performance.
11. Receive other information including annual pay settlement, related to GSU's finances as relevant, provide feedback to the CEO.
12. Make other decisions of a financial nature as delegated by the full Board.
13. Ensure that meetings are minuted, minutes sent to the Board of Trustees, and published once agreed.

### Membership and meetings

1. Members of the Committee will be a minimum of two External Trustees and two Sabbatical Officers, to be agreed by the Board of Trustees at the last meeting of each year (ie prior to 31st July). The Chair can co-opt external members onto the Committee to support with the strategic financial management of the SU.
2. In the period between the end-date for one year's Sabbatical Officer team (30th June) and the last Board of Trustees meeting of that year, the Sabbatical Officer members of the Committee will be on an ex-officio basis, based on the roles of Sabbatical Officers who were members of the Committee as at 30th June.
3. The CEO will attend all meetings.
4. GSU's Head of Finance and Compliance may be invited by the CEO to attend meetings as necessary.
5. A nominated secretary will attend and minute all meetings.
6. A Chair will be appointed by the Committee at its first meeting.
7. The quorum for meetings will be three members.
8. Minutes will be sent to the Board of Trustees, and published once agreed.
9. Meetings will be held with a frequency to be agreed by the Committee.

## Appointments, Staffing and Governance Committee

**Overall purpose:** The Committee has delegated responsibility from the Board of Trustees to examine issues related to SU staff and governance. Staff policies, proposals for changing staffing structure, pay changes, training and development will be covered.

### Remit

1. Offer an ultimate 'port of call' for any urgent or highly sensitive concerns raised in respect of GSU's integrity, in relation to staffing policies and procedures.
2. Act as a 'sounding board', providing advice and guidance for the CEO regarding staffing and related matters, as required.
3. Receive information regarding staff recruitment from the CEO and provide feedback.
4. Receive and approve proposals for permanent or temporary changes to staff salaries.
5. Receive and approve proposals for changes to staff terms and conditions.
6. Agreement of small scale redundancies e.g. management teams.
7. Receive information regarding volunteer policies and procedures from the CEO and provide feedback.
8. Receive staff satisfaction survey and agree subsequent actions.
9. Receive communications from the CEO's direct reports as necessary, relating to appeals against disciplinary action taken by the CEO and GSU's grievance procedure.
10. Approval of Union wide pay award (e.g. cost of living) and feedback on negotiations in line with annual budget affordability.
11. Review and amendment to employee policies in line with policy review schedule.
12. Recommending appointment of new student and co-opted trustees.
13. Appointing the CEO, Chair, External trustees and Student Trustees.
14. Review and develop the SU governance guidelines, following the Charity Code of Practice and wider sector practice to ensure the Board of Trustees properly fulfilling it's duties.
15. Review and amend the SU's Articles and bylaws related to Governance (a vote from the membership may be required for certain changes).
16. Remuneration of the CEO – with CEO out of the room. This will take place during the final meeting of the financial year.
17. Receive other information related to GSU's staffing as relevant; provide feedback to the CEO.
18. Ensure that meetings are minuted, minutes sent to the Board of Trustees, and published once agreed.

### Membership and meetings

1. Members of the Committee will be a minimum of two External Trustees and two Sabbatical Officers, to be agreed by the Board of Trustees at the last meeting of each year (i.e. prior to 31st July). The Chair can co-opt external members onto the Committee to support with SU development.
2. In the period between the end-date for one year's Sabbatical Officer team (30th June) and the last Board of Trustees meeting of that year, the Sabbatical Officer members of the Committee will be on an ex-officio basis, based on the roles of Sabbatical Officers who were members of the Committee as at 30th June.
3. The CEO will attend all meetings.
4. A nominated secretary will attend and minute all meetings.
5. A Chair will be appointed by the Committee at its first meeting.
6. The quorum for meetings will be three members.
7. Minutes will be sent to the Board of Trustees, and published once agreed.
8. Meetings will be held with a frequency to be agreed by the Committee.

# Trustees and Managers

## Commercial Services and Marketing Committee

**Overall purpose:** The Committee has delegated responsibility from the Board of Trustees to scrutinise all aspects of the SU Commercial Services, income activities and associated marketing activity, to help provide a clear vision for future development and investment to increase income for the SU.

### Remit

1. Support with the planning for new commercial services and income streams.
2. Act as a 'sounding board' and 'ideas generator', providing advice and guidance for the CEO and Commercial Services Manager regarding future developments within SU Commercial Services.
3. Assist in the approval process of budget to Finance, Audit and Risk Committee and Board of Trustees.
4. Outline annual capital expenditure recommendations to Finance, Audit and Risk Committee and Board of Trustees.
5. Ensure that meetings are minuted, minutes sent to the Board of Trustees, published once agreed.
6. CSC needs to have a finger on current trading, monitoring and developing trading performance, KPIs around trading and trading operations.
7. Support the student executive and SU management to ensure commercial services are providing value for money to members and that the income is making a positive overall contribution to SU life as a not for profit enterprise.
8. To support and scrutinise the marketing strategy of the commercial offer, ensuring the commercial brand ethos is in line with the values of the Union, and supporting the staff team on Union wide marketing and communication initiatives.

### Membership and meetings

1. Members of the Committee will be a minimum of two External Trustees and two Sabbatical Officers, to be agreed by the Board of Trustees at the last meeting of each year (ie prior to 31st July). The Chair can co-opt external members onto the Committee to support with the commercial SU development.
2. In the period between the end-date for one year's Sabbatical Officer team (30th June) and the last Board of Trustees meeting of that year, the Sabbatical Officer members of the Committee will be on an ex-officio basis, based on the roles of Sabbatical Officers who were members of the Committee as at 30th June.
3. The CEO, Head of Commercial Services and Head of Marketing and Communications will attend all meetings (other commercial and marketing staff members may be invited to join when asked).
4. External specialists may be called to sit on the Committee, on an adhoc basis to provide ideas and challenge.
5. The Office Manager will attend and minute all meetings.
6. A Chair will be appointed by the Committee at its first meeting.
7. The quorum for meetings will be three members.
8. Minutes will be sent to the Board of Trustees, and published once agreed.
9. Meetings will be held a minimum of five times a year

### Trustees

Current (June 2020)

Chair of the Board  
President 2020/21 (Vice Chair)  
GSU Officer 2020/21  
GSU Officer 2020/21  
GSU Officer 2020/21  
Student Trustee (selected)  
Student Trustee (selected)  
Student Trustee (selected)  
Student Trustee (selected)  
University Trustee  
External Trustee  
External Trustee  
External Trustee  
External Trustee  
Co-opted

Co-opted

Dr Elizabeth Jones (2nd four-year term from April 2020)  
Bilal Ijaz (appointed 1st July 2020)  
Mayo Femi-Obalemo (appointed 1st July 2020)  
Othniel Lewis (appointed 1st July 2020)  
Zoë Campbell (appointed 1st July 2020)  
Soma Mohacsi (appointed March 2020)  
Zoya Ahmed (appointed November 2018)  
Oghenero Ologide (appointed November 2019)  
Vacant  
Paul Butler (2nd four-year term from April 2020)  
Nick Hopwood (appointed July 2016)  
Zohra Hamidi (appointed July 2019)  
Tyron Woolfe (appointed January 2020)  
Judith Baines (appointed January 2020)  
Antony Haddley (Commercial and Marketing Committee, appointed January 2018)  
Shahidul Miah (Staffing and Governance Committee, appointed January 2020)

### Management Structure and Staff

Greenwich Students' Union employs approximately 34 core staff and roughly 100 student staff to provide services for its members. Student staff work whilst completing their studies at the University of Greenwich, core staff are professionals who have made working at Greenwich Students' Union part of their career. The Board oversees the work of staff through the Chief Executive, who in turn manages staff through the Heads of Department, each of whom is responsible for one of the Union's departments or a strategic function.

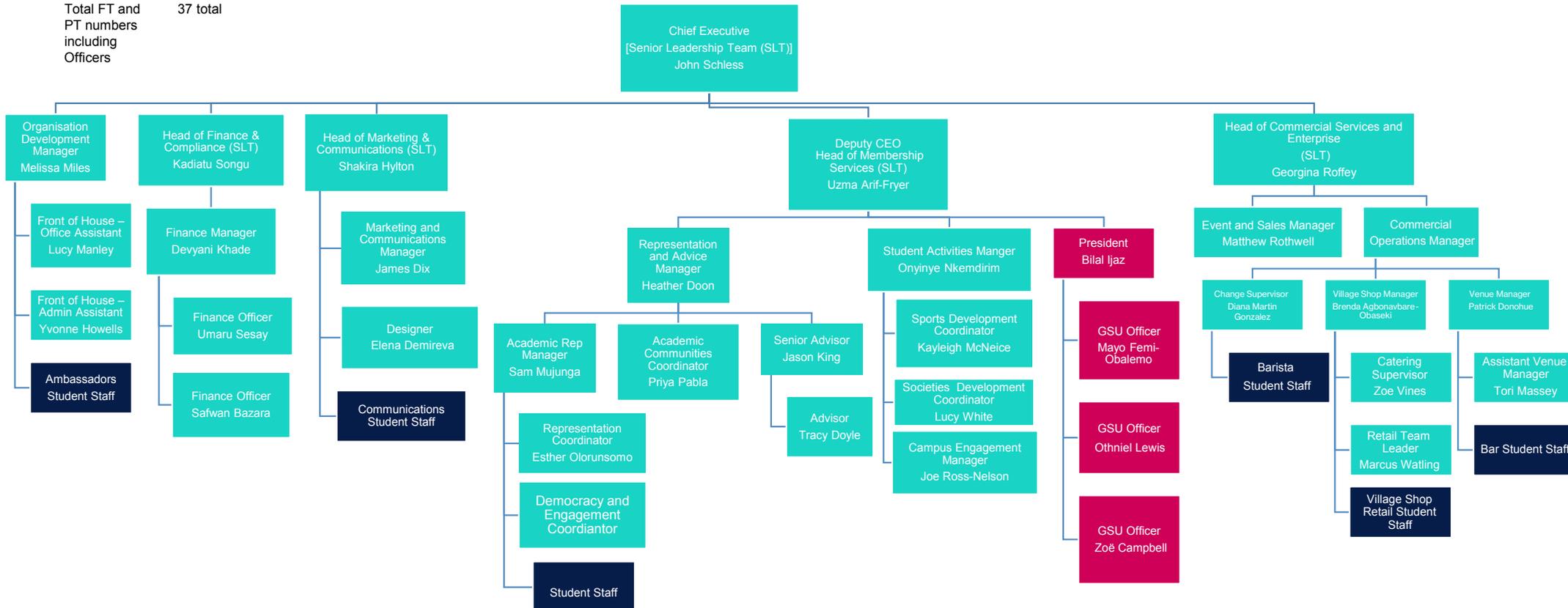
Chief Executive  
Deputy CEO, Head of Membership Services  
Head of Marketing and Communications  
Head of Commercial Services  
Head of Finance and Compliance

John Schless  
Uzma Arif  
Shakira Hylton  
Georgina Roffey  
Kadiatu Songu

# Greenwich Students' Union Staff Structure 2020/21

Full-time (FT)	33 Staff 4 Elected Officers
Part-time (PT)	4 Staff (2.5 FTE)
Student staff	10 role types

Total FT and PT numbers including Officers 37 total



Running as a viable & efficient business

Internal/external comms

Providing membership services

Commercial Services providing revenue & cost effective services

# The University of Greenwich, Relationship with Greenwich Students' Union and Key Personnel

## The University

The University of Greenwich is a public and research university located in Greater London. It has three campuses across London and Kent. These are located at Greenwich, in the grounds of the Old Royal Naval College, and in Avery Hill and Medway. Previous names include Woolwich Polytechnic and Thames Polytechnic. The Complete University Guide for student satisfaction ranked Greenwich 93 out of 129 in its league table for 2018.

The University's comprises of four faculties which are; Architecture, Computing and Humanities (ACH), Education and Health (EH), Engineering and Sciences (ES) and Business. The university's [range of subjects](#) includes architecture, business, computing, mathematics, education, engineering, humanities, maritime studies, natural sciences, pharmacy and social sciences. In 2019, the [University of Greenwich was rated as the greenest in the UK](#) by People & Planet Green League Table. The university is ranked in the top 750 by QS World University Rankings.

## Avery Hill Campus

The Avery Hill Campus, Southwood Site, is located in the 86-acre Avery Hill Park in Eltham, south-east London. Mansion site in due to close in 2020/21 and consolidate onto the Southwood site.

For over 80 years the campus was home to Avery Hill Training College, some of whose 19th- and 20th-century buildings are listed by English Heritage, whilst the former Mansion Site used to house a library in a former ballroom. A new library has been built on the Southwood Site ready for September 2020.

## Facilities

Students can use computing and laboratory equipment, lecture theatres and a TV studio with 1,000 square feet of floor space. The library has an extensive collection of books and journals and its staff provide expert media support. The university bookshop offers a wide range of course texts and has an online service for ordering over the Internet. The David Fussey Building is home to a sports and teaching centre with a multi-purpose sports hall for staff and students and a 220-seat lecture theatre. The upper floors include four clinical skills laboratories, which replicate NHS wards, allowing trainee health professionals to get real hands-on experience.

A piazza-style courtyard, with wide, curved steps linking upper and lower levels, will offer ample social areas. The new Mary Seacole Building is the main base for the School of Health & Social Care and has teaching space for all Schools on campus.

## The Student Village

The village complex on Southwood Site offers accommodation, a general shop and a launderette, plus nearby sporting amenities for tennis, rugby, football and cricket. 'The Dome' in the centre of the complex, houses a food outlet and a gym. Mansion Site has a café, a canteen and general shop. Down the road at Sparrows Farm, there are student facilities, such as the Airdome, an indoor football facility shared between Charlton Athletic Football Club and the University.

## Greenwich Campus

The Greenwich Campus is on a World Heritage Site on the banks of the River Thames. The University's largest campus is centred on three baroque buildings designed by Sir Christopher Wren at the end of the 17th century. The Independent newspaper described it as "more breath-taking than the Versailles of Louis XIV".

The University of Greenwich has invested heavily in its learning and social spaces to offer world-class study facilities in London.

The £76-million Stockwell Street Building opened in 2014 and is now home to the campus library, film and TV studios, and state-of-the-art editing suites.

Our new £25-million Dreadnought Building is a central hub for the Greenwich Campus and home of GSU, with further teaching and social spaces. The neighbouring Stephen Lawrence Gallery showcases the work of contemporary artists.

Greenwich Campus also has an on-site bar, gym and nightclub, two coffee shops, and a number of food outlets.

## Medway Campus

Located on the Kent coast, approximately 30 miles from central London, this splendid Edwardian redbrick and ivy-clad campus – dating from 1903 – has benefited from £50 million in investment since 1996. It is home to the Faculty of Engineering and Science, and also hosts programmes from the Faculty of Education and Health.

Extensive new purpose-built laboratories and research facilities have been opened at Medway. The centrepiece of the campus is a magnificent learning resource centre, the Drill Hall Library, converted from a naval drill hall and offering 100,000 square feet of space. It houses a library, computers, study areas and teaching rooms. The Pilkington Building next door, converted from the naval canteen, contains a lecture theatre, exhibition space, teaching rooms and a bistro-style café. Pilkington is used to host a variety of events, from the annual Christmas Dinner and Dance to Robot Wars.

## Study facilities

The Medway Campus has benefited from a recent renovation of many of its principal laboratories and teaching spaces. From the state-of-the-art computing facilities in the Nelson Building to the specialist engineering laboratories in Hawke, you will find all the industry-standard facilities required to support the delivery of the full range of engineering and science degree programmes on offer.

In addition to the laboratories, the campus is also home to the Wolfson Centre, which is one of only three research centres in the world specialising in bulk solids handling. The Natural Resources Institute was the recent recipient of the Queen's Anniversary Prize for excellence in research and development on cassava, an important food security crop in Africa.

Furthermore, the campus is also host to many bespoke research facilities, such as:

- The largest ground slab tester in Europe.
- A fully functional anechoic chamber.
- A wide range of spectroscopy and microscope platforms.
- A robotics laboratory (including RoboThespian and a wide range of advanced prostheses).
- 3D whole body movement trackers and force analysis equipment

## Our Relationship with the University

Greenwich Students' Union, despite being a legally autonomous and separate entity from the University of Greenwich, is inextricably linked to the University. The Union's existence is enshrined in the University, much of Greenwich Students' Union's funding is derived from the University, and the Union is based in buildings wholly owned by the University. Greenwich Students' Union's success and strategy are fundamentally tied to those of the University of Greenwich. The Union plays a vital and proactive role in the decision-making processes of the University, ensuring that student opinion is voiced and fully considered.

The relationship is complex. Both organisations often have to play a 'critical friend' role. For instance, it may be the case that the Union's Officers need to hold the University to account on an issue such as academic policy or accommodation fees, either through lobbying or a University Committee. Likewise, the University scrutinises the activities and especially the financial security of the Union and takes its responsibility (enshrined in the Education Act 1994) to scrutinise the activities of the Union very seriously. In practice, the staff and Officers of the Union work hard to ensure that relationships with University staff are developed and maintained.

Below is a list of senior University staff, along with their key responsibilities. As well as these staff members, there are dozens of middle managers and junior staff who interface with the Union on a regular basis.

### Chancellor - Lord Boateng

The Chancellor presides at ceremonial occasions and acts as an ambassador for the university. Lord Boateng, a Barrister who first rose to prominence as a campaigning civil liberties lawyer, has a long and distinguished political career as an MP for Brent South (1987-2005) holding many ministerial positions, including Minister of State (Home Office) and the Chief Secretary to the Treasury, and was Britain's first Black cabinet minister in 2001. He served as the High Commissioner to South Africa between 2005-2009 and was introduced to the House of Lords in 2010. He currently chairs the Nairobi based African Enterprise Challenge Fund, a multi donor fund to promote businesses that link small farmers to global markets, and the Board of Water and Sanitation for the Urban Poor which works in Africa, India and Bangladesh to promote and deliver pro-poor services by urban utilities.

### Vice-Chancellor - Professor Jane Harrington

The Vice-Chancellor is the Chief Executive of the university and has overall responsibility for the management of the institution and its direction. They are accountable to the University Court. Professor Jane Harrington became Vice-Chancellor of the University of Greenwich in December 2019. The GSU President meets with the Vice Chancellor monthly. Jane was previously Deputy Vice-Chancellor and Provost at UWE Bristol. In this role she was responsible for academic faculties, student facing professional services, research and business engagement and partnership activities. Prior to this, Jane held the post of Pro Vice-Chancellor of the Faculty of Business and Law.

Jane has worked in Higher Education for over 25 years and has held international posts in the Canary Islands and India and has worked for the United Nations University of Peace. Jane is an alumna of Bristol Business School. She has researched and taught human resource management and has a specific interest in the areas of gender and work and research methodology.

**Deputy Vice-Chancellor (Research and Enterprise) - Professor Javier Bonet**  
**Interim Chief Operating Officer - Peter Taylor**  
**University Secretary - Peter Garrod**

### Pro Vice-Chancellors

The four Pro Vice-Chancellors head each of the academic Faculties. They are responsible for the strategic leadership of the Faculty and have line management responsibility for all academic, financial and other resource aspects of their areas.

The Pro Vice-Chancellors are supported by Deputy Pro Vice-Chancellors and a Faculty Operating Officer.

Pro Vice-Chancellor - Faculty of Business	Jon Sibson
Pro Vice-Chancellor - Faculty of Architecture, Computing and Humanities	Mark O'Thomas
Pro Vice-Chancellor - Faculty of Education and Health	Derek Moore
Pro Vice-Chancellor - Faculty of Engineering and Science	Martin Snowden

### Faculty Operating Officers

Faculty Operating Officers are responsible for the professional services leadership of the Faculty. Together with their responsibility for the management and development of their academic disciplines, the Faculty Operating Officers have specific cross-university roles and assist the Pro Vice-Chancellors in their strategic leadership of the Faculty and contribute to a Faculty portfolio.

Faculty of Business	Peter Taylor
Faculty of Architecture, Computing and Humanities	Lee Devlin
Faculty of Education and Health	Jeremy Williams
Faculty of Engineering and Science	Stuart Ashenden

### Directors of Professional Services

Director of Communications and Recruitment	Heidi King
Director of Estates and Facilities	Christopher Forster
Director of Finance	Louise Watson
Director of Information and Library Services	Paul Butler
Director of Human Resources	Gail Brindley
Director of Research and Enterprise	Peter Griffiths
Director of Student and Academic Services	Chris Shelley
Director of Strategic Planning	Dr Christine Couper

## University Governing Body

### Marianne Ismail (Chair of Governing Body)

*Third term of office, appointment as Chair of Court expires 31.8.2020*

Chairman and Chief Executive of MicroBIRA, a cloud based diagnostics company. Previously Group Chief Executive, European Wealth and before that appointment a Managing Director of Morgan Stanley and Head of Private Wealth Management for EMEA, CEO of Global Wealth Management Europe at Citi and Head of Private Banking, Europe, Middle East and Africa at Standard Chartered. Directorships at Rosenblatt Group plc, Town and Country Housing Group and the Qatar Islamic Bank.

### Bronwyn Hill CBE (Vice-Chair of Governing Body)

*Second term of office, appointment expires 31.8.2022*

Non Executive Director at the Office for Nuclear Regulation. Former Permanent Secretary, Department for Environment, Food and Rural Affairs.

# The Big Plan<sup>9</sup>

Greenwich Students' Union's strategic plan for the period 2017-2020, was developed through widespread consultation with all of the Union's stakeholders during academic years 2016-17. The plan was formally approved by the Board of Trustees at its meeting in May 2017 and began roll-out from 1st August 2017. The Board delegates implementation of the Plan to the Chief Executive and progress against the Plan is monitored by the Board of Trustees at every Board meeting.

Due to the impact of COVID-19 the strategy has been adapted for a further 12 months until July 2021. The GSU Senior Leadership Team are outlining a one-year recovery plan to support this. The Plan is divided into eight themes, as shown below:

## 1. REPRESENTATION

The needs and aspirations of the SU's diverse membership are reflected in our activities, services and policies.

## 2. INFLUENCING THE UNIVERSITY

We have influenced the activities, services and policies of the university in a way that reflects the needs and aspirations of our diverse membership.

## 3. WIDER INFLUENCE

We have influenced local and national activities, services and policies university in a way that reflects the needs and aspirations of our diverse membership.

## 4. EMPLOYABILITY

Student staff, elected representatives, volunteers and group leaders recognise they have gained skills that contribute to their employability.

## 5. HEALTH AND WELLBEING

Our members can identify health and wellbeing benefits of engaging with SU services, activities, societies and sports clubs.

## 6. STUDENT COMMUNITIES

Our members feel connected with, supported by, proud of and enjoy being part of the student communities and SU.

## 7. MONEY MANAGEMENT

Our members feel that the SU is helping them to manage their finances effectively.

## 8. LOCAL COMMUNITY

Our members, and the SU as an organisation, are viewed by local partners as a positive asset to the local community and vice versa. A full copy of the strategic plan will be circulated to trustees as part of their general induction.

9. [greenwichsu.co.uk/bigplan](http://greenwichsu.co.uk/bigplan)

# Certificate of Insurance

## Appendix 1



## Certificate of Employers' Liability Insurance (a)

(Where required by regulation 5 of the Employers' Liability (Compulsory Insurance) Regulations 1998 (the Regulations), one or more copies of this certificate must be displayed at each place of business at which the policyholder employs persons covered by the policy)

Policy Number XAO-12E001-1813

- |                                              |                                |
|----------------------------------------------|--------------------------------|
| 1. Name of policy holder.                    | Greenwich Students' Union Ltd. |
| 2. Date of commencement of insurance policy. | 1st August 2019                |
| 3. Date of expiry of insurance policy.       | 31st July 2020                 |

We hereby certify that subject to paragraph 2:

- the policy to which this certificate relates satisfies the requirements of the relevant law applicable in Great Britain, Northern Ireland, the Isle
- of Man, the Island of Jersey, the Island of Guernsey and the Island of Alderney (b); and
- (a) the minimum amount of cover provided by this policy is no less than £5 million(c).

Signed on behalf of Zurich Insurance plc (Authorised Insurer).

Tulsi Naidu  
Chief Executive Officer of Zurich Insurance plc, UK Branch

### Zurich Insurance plc

A public limited company incorporated in Ireland. Registration No. 13460.  
Registered Office: Zurich House, Ballsbridge Park, Dublin 4, Ireland.  
UK Branch registered in England and Wales Registration No. BR7985.  
UK Branch Head Office: The Zurich Centre, 3000 Parkway, Whiteley, Fareham, Hampshire PO15 7JZ.

Zurich Insurance plc is authorised by the Central Bank of Ireland and authorised and subject to limited regulation by the Financial Conduct Authority. Details about the extent of our authorisation by the Financial Conduct Authority are available from us on request. Our FCA Firm Reference Number is 203093.

# The Delegation of Authority

## Appendix 2

The Delegation of Authority is a guide to Trustees and the Management outline who is responsible for making decisions at GSU related to key strategic priorities.

**GSU Committees of Board of Trustees:** Finance, Audit and Risk Committee (FSC), Commercial and Marketing Committee (CMC), Appointments, Staffing and Governance Committee (ASGC), Remuneration Committee (RC)

### Governance

#### Chair responsibilities

### Recruitment and Staffing

Lead on recruitment of CEO  
Recruitment of new Trustees (supported by CEO)  
Staff disciplinary panel and appeals if involving CEO  
Annual appraisal of the CEO  
Trustee induction and training

#### Trustee responsibilities / decision for approval

Creation and approval of new Senior Management post  
Approval of changes to senior management structure  
Involvement in appointment of senior managers  
Approval of proposals for strategic redundancies (e.g. Senior Managers)  
Appointment and approval of external and student board members  
Note staff satisfaction survey and agree any subsequent action to be taken  
Oversight of Trade Union recognition

#### Subcommittee of Board reporting back to Board

Approval of Union wide pay awards (e.g. cost of living) and feedback on negotiations (ASGC)  
Approval of Business cases from CEO/Deputy CEO for new staff roles  
Approve amendments to employee policies (ASGC)  
Recommending the appointment of new student and external trustees (ASGC)  
Appointing the CEO via a trustee panel led by the Chair (ASGC)  
Receive staff satisfaction survey and agree subsequent actions (ASGC)  
Approve the remuneration of the CEO (RC)  
Agreement of small scale redundancies e.g. management teams (ASC)

### Operations

#### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Approval of business plan for the creation of new posts below line manager level within approved budgets  
Development of new line management post and other new posts outside of budget  
Changes to management structures at line manager level  
Oversight of significant staffing restructuring in a department involving staff responsibilities  
Involvement in appeals against dismissal  
Annual summary of fees paid to agencies/ consultants e.g. insurances  
Receive and approve proposals for small scale redundancies outlined to ASGC  
Specific approval of staffing commitments funded by external sources  
Lead Trade Union negotiation with recognised Union  
Lead employment satisfaction work  
Ensure updates to the staff handbook and organisational policies are in line with legal requirements and organisational need  
Lead annual appraisal of the Senior Managers  
Support the Chair with recruitment of new trustees  
Lead on recruitment of student trustees

#### Senior Leadership Team (SLT) decisions/ responsibilities

Development of the business plan for the creation of new posts below line manager level within approved budgets  
Increments and re-grading staff where resources are available  
Minor departmental restructuring  
Disciplinary process except appeal against dismissal  
Minor update amendments to staff handbook (subject to trade union approval)  
Lead staff appraisal and performance management

### Governance

#### Chair responsibilities

### Budgets and financial procedures

Approval of spend and leases between £5,000 - £20,000 if the Finance Committee are not due to meet  
Approval of CEO training expenditure

#### Trustee responsibilities / decision for approval

Overall approval of annual budgets  
Receipt of by-monthly updates on financial forecast and decision arising thereafter  
Approval of any borrowing and leases in excess of £20,000  
Receive and approve annual accounts  
Receive, note and question the management accounts  
Approving investment policy

#### Subcommittee of Board reporting back to Board

Formal, detailed approval of annual budget, including capital expenditure (FSC)  
5 times a year review and scrutiny of union financial results with departmental analysis, balance sheet, cash flow and capital expenditure (FSC)  
One off urgent items over £20,000 which are unusual or urgent and needed for the proper running of the business for legal reasons. (FSC) (Signed off by Chair of Board and Chair of Finance Committee)  
Approval of spend and leases between £5,000 - £20,000 e.g. minibuses  
Approval of specific capital expenditure of over £10,000 (FSC)  
Approval of annual depreciation expenditure (FSC)  
Formal approval of an increase in any budget over 10% or £10,000, whichever is greater (FSC)  
Setting of reserves policies (FSC)  
Appointment of auditors and bankers (FSC)

### Operations

#### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Overall management of the budgets and forecasts to ensure that resources are utilised efficiently and effectively to deliver the strategic plan  
Formal preparation of budgets and bi-monthly forecasts  
Approval of spend and leases up to £5,000  
Approval of specific capital expenditure under £10,000  
Decisions on additional expenditure up to 10% of departmental budget needed for the proper running of the business or for legal reasons (subject to approval by the Chair of Finance Subcommittee) (Signed off by Chair of Board and Chair of Finance Committee)  
Ability to amend capital expenditure operational requirements within previously agreed budget set by board.  
Approval of staff training expenditure over £500 and terms of training investment

#### Senior Leadership Team (SLT) decisions/ responsibilities

Financial management below thresholds specified in budget  
Preparation of budgets and forecast  
Approval of staff training under £500 and terms of investment

## Governance

### Chair responsibilities

## Expenses

Approval of CEO expenses and other trustees

### Trustee responsibilities / decision for approval

Vice Chair to approve Chair Expenses

## Operations

### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

CEO approves SLT and Full-time Officers expenses

### Senior Leadership Team (SLT) decisions/ responsibilities

SLT approves line report expenses within budget

## Governance

### Chair responsibilities

## Setting and monitoring strategy

Support the CEO with the strategic implementation of the plan

### Trustee responsibilities / decision for approval

Agreeing the Union plan/ vision based on research of members and advice of stakeholders  
Approval of any amendments to the Union's plan with resources  
Ensuring delivery of the strategic plan  
Determining values and reviewing them in line with the strategy  
Receiving regular updates on the plan with an opportunity to question senior managers – measuring performance  
Monitoring the needs of the membership and ensuring that the plan continues to meet their needs.

### Subcommittee of Board reporting back to Board

Approval of the financial strategy to support the strategic plan, and monitoring performance against the Strategy (FSC)  
Approving amendment to the Financial Strategy (FSC)  
Approving research and engagement to support the planning process

## Operations

### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Manage the strategy cycle  
Crafting the plan, following a strategic review  
Reporting on progress against the plan  
Approval of new projects or change to projects to support the plan  
Ensuring that there is no cross-over between departments and each project leader is supported  
Reporting on the needs of the membership and ensuring that the plan continues to meet their needs  
Coordinate the input from staff teams and members into the planning cycle

### Senior Leadership Team (SLT) decisions/ responsibilities

Lead on the development of departmental and organisational strategies as part of the strategy  
Ensuring that staff work towards the organisation's objectives and adhere to the organisation's values  
Making minor changes to department plans  
Feed new ideas into the plan

## Governance

### Chair responsibilities

## Monitoring Risk

N/A

### Trustee responsibilities / decision for approval

Receiving reports from appropriate subcommittee e.g. finance subcommittee  
The Board to receive an annual report on the Strategic and Operational Risk Register and approve Risk Appetite levels  
Approval of changes to the Strategic and Operational Risk Register  
Undertake training related to trustee role looking at strategic risk

### Subcommittee of Board reporting back to Board

Reviewing and approving the SU approach to risk management and monitor the Strategic and Operational Risk Register (FSC)  
Approving activities that fall above the risk profile (to define Risk Appetite) (FSC)  
Receive updates on implementation of recommendations from internal audit work  
Awareness of any health and safety incidents and action planning (FSC)

## Operations

### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Overview of the risk profile of the SU ensuring that it is being managed effectively  
Delegated responsibilities for managing and reporting actions to support the Strategic Risk Register  
Approval of Operational Risk Register  
Responding to internal audit recommendations and implementation of actions  
Undertake health and Safety training

### Senior Leadership Team (SLT) decisions/ responsibilities

Identifying and minimising risk and reviewing on an on-going basis  
Delegated responsibilities for managing and reporting actions to support the Operational Risk Register  
Delegated action from internal audit

## Governance

### Chair responsibilities

## Monitoring Board performance and Good Governance

Undertake annual trustee members appraisal  
Undertake a skills audit and shape the team based on organisational requirements

### Trustee responsibilities / decision for approval

Oversee regular reviews of organisational governing documents  
Monitor compliance with governing documents

### Subcommittee of Board reporting back to Board

Monitoring governance function of the board (ASGC)

## Operations

### CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Support the Chair with the administration management of monitoring Board performance  
Monitor changes in key legislation

### Senior Leadership Team (SLT) decisions/ responsibilities

Ensure union governing policies are followed by staff teams for the benefit of members

## Governance

Chair responsibilities

## Commercial and Marketing and Development

N/A

Trustee responsibilities / decision for approval

Receive annual members satisfaction research  
Ensuring commercial income and fundraising opportunities sit within our clause and companies that we can work with  
Approve the content and delivery of annual outcome report

Subcommittee of Board reporting back to Board

Review GSU outcomes and impact data to ensure the Activities, Services and Policies are shaped and delivered in line with membership needs

## Operations

CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Ensure GSU monitors outcomes  
Identify new opportunities for funding development

Senior Leadership Team (SLT) decisions/ responsibilities

Lead on the development, capture and analysis of student outcomes and impact data to ensure the Activities, Services and Policies are shaped and delivered in line with membership needs  
Monitor key changes to commercial income fundraising practices

## Governance

Chair responsibilities

## Full Time Sabbatical Officers

## External Speakers

To take part in Sabbatical Officer induction

Trustee responsibilities / decision for approval

Receive reports from the Sabbaticals on significant campaigning and policy issues that may impact GSU as an organisation

Monitoring of external speakers

## Operations

CEO/ Deputy CEO decisions/ responsibilities reporting back to Board

Mentor, support and coach Sabbatical Officers

Attend with the President the University Safeguarding and Compliance Committee

Senior Leadership Team (SLT) decisions/ responsibilities

Attend meetings and ensure that Officer have the necessary support and resources to carry out their priorities effectively

Ensure student groups follow GSU and University speaker check and room bookings policy

# Student Assembly

## Appendix 3

The Student Assembly is the highest decision-making body at Greenwich Students' Union (GSU) whose purpose is to reflect and represent the views of members. Assembly sets out a course of action for the organisation and its representatives through the decisions it makes. The guidance below is a tool for students to understand how they can engage with the assembly and influence the change they want to see.

## 1. Role/Function of Assembly Members

It is the role of assembly members is to represent their cohort of students (as defined in their role) by engaging with the assembly through learning, deliberation and decision making. Assembly members will meet four times a year to learn about, deliberate and make decisions on an issue or set of issues brought to the meeting by students. Members are defined as:

- Group leader (two leaders nominated from each group committee to attend)
- Programme rep (two reps nominated from each programme to attend)
- Faculty Officers x16
- Sports and Societies Executive members
- GSU Officers (to attend but have no voting rights on the assembly)

Assembly members are encouraged to seek out the views of their cohort/peers they represent and channel this feedback into the student assembly to inform their own understanding which they can share with other members.

The function of the assembly is to have reflective and informed discussion to lead to decision making that will:

- Improve a student/student's university experience
- Address a disadvantage a group of students are facing
- Enforce what students expect/want from their Students' Union and representation.

**Definition of deliberation process:** 'Deliberation' is long and careful discussion crafted towards making a decision. Deliberative processes emphasise the importance of reflection and informed discussion in decision-making. (Electoral Reform Society, "What are Citizen Assemblies", June 2019)

## 2. Assembly Values

At its core, the purpose of the assembly is to empower student voices from a wide range of different perspectives, experiences and backgrounds. To ensure every voice is valued and respected, the assembly will conduct itself to the following principles:

### Inclusive

Assembly will always endeavour to be inclusive in allowing all members to participate and be involved in the discussions/decisions at hand. Members should not feel isolated or alienated by this.

### Safe Space

Assembly always conducts itself under the safe space policy which respects the protected characteristics of others.

### Accessible

Members should not feel isolated or alienated by other assembly members conduct or discussions to the point where assembly is not accessible to them.

### Empowering

Assembly empowers all voices and values the contributions given by its members.

### Open-Minded

Members are open-minded to the information and views relayed by others to support a stance on a decision.

### Balanced

Assembly will always give an avenue and opportunity to hear opposing views and opinions to ensure a fair and balanced debate informs the decisions it makes.

**Members can raise a complaint with the Chair or member of staff if they feel these principles have been contravened.**

## 3. Submitting a Topic/Issue

Any student or assembly member can submit a subject point to be discussed such as an issue or topic that is affecting themselves or other students, with the intention of reaching a decision in line with the assembly's Role (as defined in pt. 1 of the guidance). The Chair (with staff support) will support students' submissions, clarifying the following points:

- Identify the problem: A clear issue is placed before the assembly that identifies the problem faced by students.
- What are we analysing: Information needs to be provided to ensure members can clearly understand the dilemma or issue.
- Impact on students: How have students been affected by this issue and what impact is this having on the student experience?

*\* The SU can aide in research and building context around the issue to ensure assembly members are informed prior to the meeting.*

Topics/Issues need to be submitted at least two weeks in advance of the meeting (unless the chair gives special permission) via email to the Chair, representation team, feedback mechanism or [reps@gre.ac.uk](mailto:reps@gre.ac.uk).

**[Prior to Assembly]** The Chair will follow a process of categorising the submission into a low-high issue category to determine how the submission is processed:

- 1. Low:** a small issue that can be resolved in a 1-1 meeting or relayed to a relevant committee
- 2. Medium:** an issue affecting a group of students which is taken to assembly with work already conducted to reach a quick consensus amongst assembly before taken to the "online vote"
- 3. High:** research is conducted before the meeting to build assemblies understanding. The issue is then taken to the assembly with a structured analysis and solution process set in place via the round table café format. Each table is given an aspect of the issue to draft a solution too, which is then taken to the online vote.

The Chair will translate the student's submission into a supporting document template, which help prepare members to deliberate the issue at the meeting. The submitter will need to approve the final submission and will receive confirmation of its place in the agenda for the meeting.

## 4. Assembly Process

Any student or assembly member can submit a subject point to be discussed such as an Each meeting will follow a defined but flexible process by which members convene and the assembly forms. The step by step Assembly process will be communicated out to students and assembly members in the lead up to each meeting. Every effort will be made to ensure accessibility, paying particular attention to barriers such as jargon or unnecessary deadlines. The process is as follows:

### 1. Registration & Attendance

Registration to vote and attend the meeting will be open to all representatives year round, with an internal process in place to identifying the two voting members in each course and student group. At least three weeks before a meeting, members will be reminded to confirm their attendance to a meeting.

### 2. Student Submissions & Agenda

Submissions must be made via the appropriate channels (as defined in pt. 3 of the guidance) within the deadline of two working week before the meeting. This is to ensure the agenda/ supporting papers can be sent out in at least five days before the meeting. The Chair has the power to "temperature check" the room to assess the preferred order submissions should be looked at.

### 3. Deliberation & Consensus Building

Assembly will be conducted in a "world café" format to provide an accessible and open platform for members to participate. The Chair will open each meeting and get a sense from the room for which agenda items will be prioritised. Each submission will follow a loose process of:

**A - Introduction:** The submission is presented by the chair. This sets out the question for discussion and provides some context on the submission. The chair decides whether to include student testimonies, staff briefing or a community organisers research report to build context.

\*This is only forming the narrative of understanding for members to access background and contextual information on the current situation (e.g. what has the SU done previously on the matter)

**B – Discussion:** Members familiarise themselves with the various aspects of the question, discuss and reflect on the question at hand and the impact on students.

**C – Solution Analysis:** The issues identified are weighed up with dialogue about the options which are analysed (cost/benefits, research from organisers or SU held research).

**D – Recommendations:** Formed by member table groups through active negotiation and consensus building to finalise a shared solution/s to go to a vote. The chair will have the right to determine when/how the appropriate consensus is built.

\* Recommendations can be in parts or as an entire package which is taken to the online vote. These include:

- Situations and beliefs
- Short term outcomes
- Long term outcomes
- Responsibilities (who is responsible for these outcomes)
- Accountability checks (how will we check on progress of outcomes)

### 4. Decision/Ratification

Through consensus building, the members and the chair will determine the course of action to take on the relevant topic with the recommendations formed by the assembly. These include:

**A- Online Vote:** to decide whether to approve/reject/abstain the final recommendations formed by the assembly if there are actions mandated to the Officers. This includes an online vote to refer the decision to a referendum.

**B- Compose a statement:** by the assembly from the recommendations formed to communicate out to the student body or relevant students to the submission involves.

**C- Refer:** to a sub-committee to investigate further, form an action plan or make an internal decision. (Committees can be formed by the chair to investigate a matter and form a student action plan)

**D- Defer:** to the next student assembly to give time to investigate further (can be used with above "Refer" outcome"

**E- Referendum:** to the entire student body to make a decision on a particular issue. Assembly will have set out the questions and solutions for students to decide upon.

Assembly Members who cannot attend the meeting will not be able to take part in the deliberation but will approve the recommendations on issues/topics formed.

## 5. Action and Follow-up

Once a decision has been made on the relevant course of action to take, the following will happen:

i. **Online Vote Opens:** After assembly finishes, the voting link and minutes of the meeting are sent to all registered members. Members will have a week to cast their vote before the deadline.

ii. **Results:** The online vote results will be communicated by the Chair with the relevant next steps to all the points of business concluded in the assembly meeting.

iii. **Embedded:** How these results are embedded into the work of the Students' Union will be part of the agreed outcomes of the assembly and communicated out to students.

## 5. Type of Action

The Student Assembly can suggest various forms of actions to progress an issue or topic raised, particularly when forming recommendations to take to an online vote. These actions can range from (but are not limited too):

- Putting issue on Student Priorities ballot (all student vote)
- Consensus planning by embedding actions into representative roles
- Building an SU wide campaign with a clear position, means for student involvement and goals
- Launch research where community organisers will investigate a designated issue and findings will be presented in the next meeting.
- Lobby the University by creating a working group from the SA which is tasked to draft a paper to the relevant University committee.

## 6. Role of the Chair

The Chair's primary function is to empower members to access and participate in the student assembly through its various modes and channels. The Chair supports members by:

A. Supporting submissions: by communicating and meeting with students to build their case so that it can be taken to assembly for debate, decision and action.

B. Guiding students/members: through the function of the assembly and the process, ensuring members feel valued in their contributions and participation.

C. Upholding assembly values: which are imposed to ensure a healthy debate and inclusive environment for all.

D. Remaining impartial: when giving recommendations to the assembly on what options are available to it and following up online votes.

E. Ensure action: by putting approved recommendations into the relevant avenues set out in the by-laws:

- Policy Change: this is a proposal to set an SU position or stance on an issue or current event.
- Petition Submission: a collection of student petitions has been gathered and sent to assembly with a recommendation on a course of action.
- Amend Union Procedure
- Amend Representative Job Description
- No Confidence
- Call for Referendum
- By-law Amendment

## 7. Role of the Facilitators

Each table at the Student Assembly will have a GSU staff member facilitating the group. Their primary role is to guide the group through the process of deliberation, solution analysis and forming the final recommendations. It is important that the facilitator ensures the table is productive and participatory through this process and keeps on track to the issue at hand.

**Facilitators will need to ensure they:**

- Help the group decide on its solutions and actions while keeping a realistic time frame for the meeting.
- Keep the meeting focussed on one item at a time until the group has decided on a course of action.
- Regulate the flow of discussion, e.g. drawing out quiet people, or those with the most relevant experience.
- Clarify and summarising points, checking for agreement in order to make clear decisions.
- Help the group address conflict when it arises, and to explore different needs in order to come up with a well-supported decision.
- Keep the meeting to time.
- Ensure that a written record is made of any action points and decisions agreed at the meeting.

**When assessing the quality and success of the conversations, facilitators will need to:**

- Record what has been agreed (what actions were agreed, decisions made and problems solved)
- How did the participants feel and how will this affect how they feel about their role in the Student Assembly
- Did the table make good use of the various student experience?
- Did everyone feel able to share their views?

Feedback will be collected from Assembly Members to measure engagement and assess how they view the process.



**2020/21**  
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